# *Transforming Acquisition:*
## *Supporting a capability-based force*

*Briefing to the*
*NDIA / TACOM-ARDEC*
*7th Annual*
*Artillery & Indirect Fire*
*Symposium and Exhibition*

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# USD (AT&L) Top Five Goals

*"The transformation of our nation's defenses simply cannot succeed without transformational acquisition, transformational technology and transformational logistics."* E.C. Aldridge, USD(AT&L)

1. **Achieve credibility and effectiveness in the acquisition and logistics support process.**

2. **Revitalize the quality and morale of the DoD Acquisition, Technology and Logistics workforce.**

3. **Improve the health of the defense industrial base.**

4. **Rationalize the weapon systems and infrastructure with defense strategy.**

5. **Initiate high leverage technologies to create war-fighting capabilities, systems and strategies of the future.**

# *Acquisition Resources and Analysis*

- **Direct report to Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L)**

- **Integrate the diverse aspects of Defense Acquisition**
  - ensure a balanced and coherent program
  - support the National Strategy
  - use resources efficiently

- **Oversee Major Defense Acquisition Program Execution, management, policies and processes**
  - DoD 5000 Acquisition Policy Series

- **Develop and submit AT&L/DoD Programs and Budgets**

- **Focal point for interface with Congress, GAO, IG, OMB and other external organizations**

# *"Watchwords" of Transformation: Changing the way we do business*

- **Speed**
  - Get capabilities to the field quickly and effectively
  - Leverage COTS, GOTS, Product Line and Open Systems Architectures
- **Agility**
  - Acknowledge changes in environment, technology and requirements are the norm, so acquire with that in mind
  - Take advantage of evolutionary, spiral, and risk-driven approaches
- **Innovation**
  - Support new ideas and approaches
  - Think creatively
- **Flexibility**
  - Increase the level of interoperability between systems
  - Adapt policy and guidance to support speed, agility and innovation
  - Ensure the workforce understands how to exploit the flexibility

# DoD Acquisition System
# Major Objectives of DoD 5000 Process

- **Deliver advanced technology to warfighters faster**
- **Reduce total ownership costs and improve affordability**
  - Cost as a requirement that drives design, procurement, and support
  - Increased competition
- **Deploy interoperable and supportable systems**
  - Interoperability demonstrated prior to production
  - Integration of acquisition and logistics
  - Improved software management
  - Rapid acquisition with demonstrated technology
  - Full system demonstration before commitment to production

**Improved performance (including quality) at lower cost!**

# *Acquisition Excellence Metrics & Initiatives*

- **Many excellence metrics and initiatives on-going**

- **Key ones involving ARA:**
  - **Program Funding Stability initiatives**
    - Fund acquisition programs realistically
  - **Financial Reform**
    - Better integration of DoD acquisition and financial systems
  - **E-Business initiatives**
    - Knowledge Management
  - **Eliminating Contractor cost-sharing**
  - **Capability Maturity Model Integration (CMMI)**

# *Acquisition Technology Transfer*

- **ARA Software Intensive Systems office**
  - Identifying technologies to support transforming acquisition
  - Providing seed funding to support their application

- **Future Combat Systems is the first recipient**
  - Critical system of systems with unprecedented complexity
  - Currently in CTD with Milestone B decision in June of 2003

- **ARA co-funded CeBASE to:**
  - Support FCS with new acquisition support technology
  - Benefit DoD acquisition technology transition
  - Establish an experience base for other DoD acquisitions

- **Benefits both Program Office and OSD/Services**
  - Hands-on support to the Program Office
  - Experience using new acquisition approaches for OSD/Services

# *Independent Expert Program Reviews (IEPRs)*

- **DoD 5000.2-R now requires all ACAT ID/IC programs to conduct an IEPR of software development issues between Milestone B and Critical Design Review**

- **IEPRs are a tool to support Program Managers in identification and management of program software development risk**
  - Leverage DoD community expertise to aid programs
  - IEPR report remains with the PM

- **DoD benefits from generic IEPR lessons learned to improve SIS acquisition as a whole**
  - Analyze systemic issues from all assessments
  - Take action to counter these issues, such as making changes to policy, education and training

# *Summary*

- **Acquisition, Technology and Logistics are critical to transformation**

- **AT&L goals support transformation**

- **ARA is working to improve processes to gain speed, agility, innovation and flexibility**

- **The bottom line is getting capabilities to the warfighter as quickly and efficiently as possible**